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2000 Command

2100 Command Structure - Unified Command Organization

Policy Statement

It is the policy of Maine & New Hampshire Area Committee Policy to manage spill incidents according to the following principles:

- Incident Command System - The signatory agencies will use the National Interagency Incident Management System (NIIMS) model Incident Command System (ICS).
- Unified Command - When a federal or state agency arrive on-scene to participate in managing a response action, the agencies will utilize a Unified Command structure to jointly manage the spill incident. In the Unified Command, decisions with regard to the response will be made by consensus and documented through a single Incident Action Plan (IAP).
- Tribal or Local Government On-Scene Coordinators - The Unified Command may incorporate additional tribal or local government on-scene coordinators into the command structure as appropriate.

Organizational charts for the Unified Command & Command Staff and its subordinate units are shown in figures 2000-1 and 2000-2. They serve as examples and are not meant to be all inclusive. The functions of the Unified Command & Command Staff must be accomplished during an incident, however, they can be performed by one individual or can be expanded, as needed, into additional organizational units with appropriate delegation of authority. Each of the primary UCS/ICS Sections may be sub-divided as needed. The UCS/ICS organization expands or contracts to meet the needs of the incident.

FIGURE 2000-1
Unified Command Organization

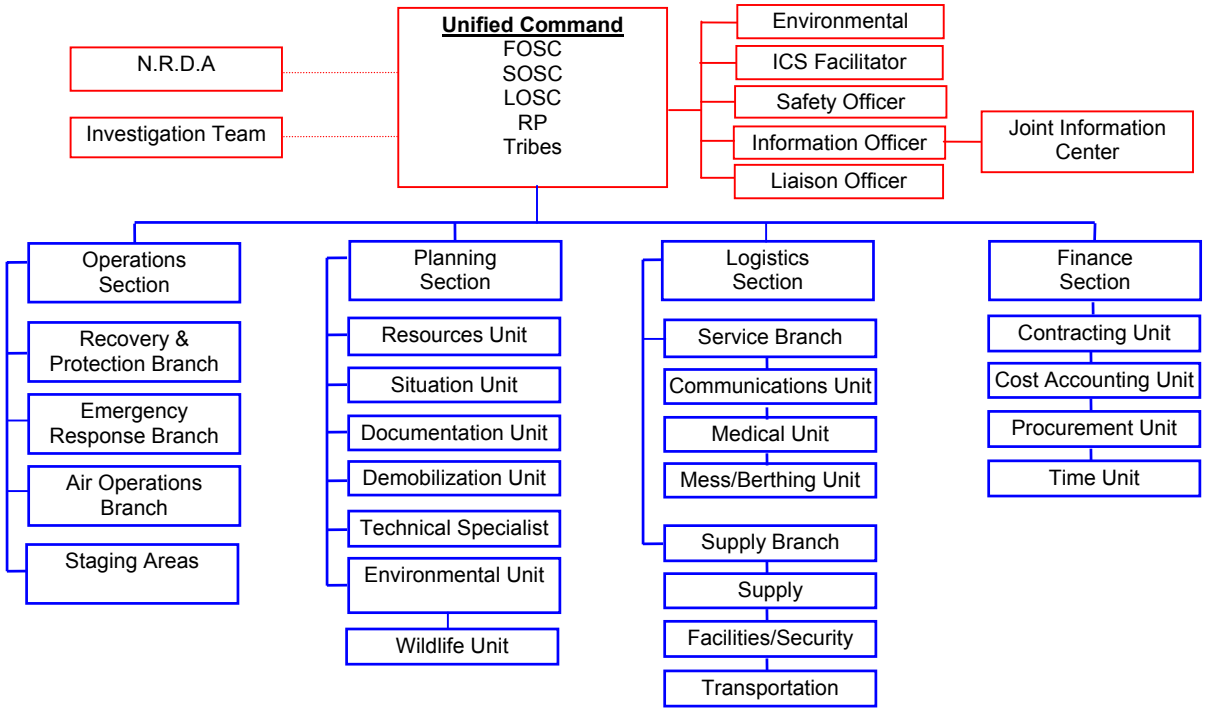
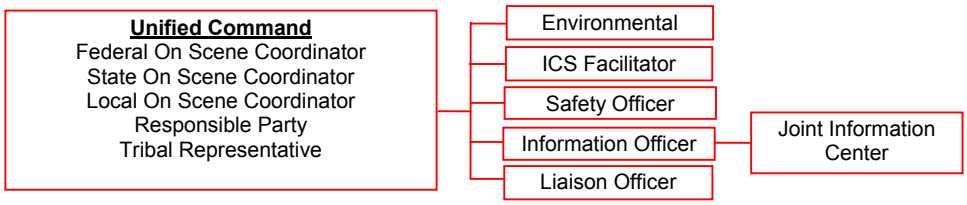
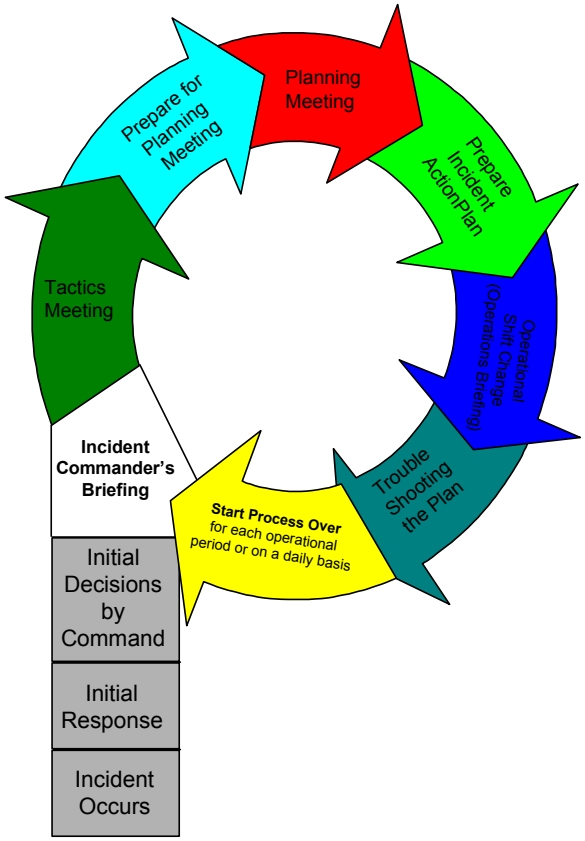


Figure 2000-2

Command Staff



2110 Command and General Staff Planning Cycle Guide



2120 Command/Staff Elements: Roles and responsibilities

The Unified Command is responsible for the overall management of the incident. The Unified Command directs incident activities including the development and implementation of strategic decisions and approves the ordering and releasing of resources.

1. Mobilize, implement and manage the UCS/ICS needed to anticipate and proactively accomplish response requirements.
2. Assess incident priorities.
3. Determine strategic goals and tactical objectives.
4. Develop or approve the Incident Action Plan and ensure each agency implements and accomplishes those actions for which they are responsible.
5. Anticipate response needs and authorize the ordering, deploying, and demobilization of response resources.

6. Serve as the ultimate safety authority, approve the Site Safety Plan, and ensure the maximum achievable level of worker health and safety for all responders.
7. Authorize information releases to the media and participate in scheduled press conferences.

2130 Incident Commander

Incident Commanders for oil and hazardous substances discharges will, whenever possible and practical, be organized under the Unified Command Structure which includes, but is not limited to:

- The pre-designated Federal On Scene Coordinator (FOSC);
- The pre-designated State On Scene Coordinator (SOSC); and
- The Qualified Individual or Incident Commander representing the Responsible Party.
- The local and tribal on-scene coordinators, as appropriate.

The Unified Command is responsible for the overall management of all incident activities including the development of strategy and for approving the ordering and use of resources.

The Unified Command is the general manager of the response, and managing time well is critical. Each Incident Commander should look for opportunities to delegate duties to the Deputy or to one of the Section Chiefs.

2140 Deputy Incident Commander

Deputy Incident Commander(s) for oil discharges will, whenever possible and practical, is responsible for but not limited to the following:

- Monitor and direct the Section Chiefs to accomplish the strategic goals and tactical strategies defined in the Incident Action Plan.
- Serve as the IC, in the absence of the actual IC.
- Identify and establish priorities related to the internal management and organizational structure of the ICS.

2150 Information Officer / Joint Information Center (JIC)

The JIC is responsible for developing and releasing information about the incident to the news media, to incident personnel and to other appropriate agencies and organizations. See section 2400 for more information on the Joint Information Center.

- The Investigating Officer will obtain information from technical experts to provide to the press and other interested parties.

2160 Safety Officer

The safety officer is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer maintains awareness of active and developing situations, ensures the preparation and implementation of the Site Safety Plan, and includes safety messages in each Incident Action Plan.

- Identify and evaluate safety and health hazards that may impact both response workers and the public, designate exclusion zone boundaries, and determine levels of personal protective equipment required.
- Develop the Site Safety Plan in accordance with section 2300 of this plan.

- Continuously monitor and evaluate safety and health conditions and to prevent unsafe conditions.
- Ensure that all responders have adequate skills to safely perform assigned tasks and that required levels of training are documented.
- Provide or coordinate health and safety training and regular safety briefings required to perform response activities.
- Coordinate with public, government, and industry health and safety officials regarding public concerns, including evacuations, limiting access to public areas, beach closures, marina closures and fisheries restrictions.

2170 Liaison Officer

Incidents that are multi-jurisdiction, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff. The liaison officer has the following responsibilities.

- Serve as the initial point of contact for participating response agencies and groups, and identify assignments to appropriate ICS sections.
- Receive and coordinate all calls from public and private entities offering assistance or requesting information.
- Resolve, and identify to Incident Command, public and private concerns related to the status and effectiveness of the response.

2180 ICS Facilitator

Although not a position under the NIIMS system, the ICS Facilitator is an important position intended to act as an organizational consultant to monitor the efficient implementation of ICS and keep the Unified Command appraised regarding the need for changes to the response organizational structure. An important reason for creating this position is that oil spills have the potential to bring together a large group of people with variable skills – from novice to expert. The ICS facilitator can help strengthen an ICS organization by addressing problems related to inexperience or difficulties that persons with different skill levels may have in initially communicating with each other. The role of the ICS facilitator is probably best utilized in the early stages of a spill when ICS is first initiated. However, the position can help ease disruption due to personnel changes in the Unified Command, Command staff, or General staff positions. The length of service for the position should be a Unified Command decision.

- Assist in the set-up of a command center.
- Provide coaching on the fundamentals of the ICS.
- Observe the response organization and provide recommendations as necessary to Section Chiefs and the Unified Command on corrections or improvements, such as the flow of information within the organization, staffing or addressing issues at the appropriated level within the organization.
- Facilitate transitions between different Spill Management Teams.
- Other duties as determined by the Unified Command.

2190 Investigation Specialist

The Investigation Specialist is responsible for the coordinated management of all matters relating to the multiple investigations surrounding the event: CG, NTSB, Criminal, etc.

- Assess situation from law enforcement perspective.

- Establish investigative priorities.
- Develop plan for collection and preservation of evidence.
- Ensure investigations do not interfere with or adversely affect cleanups.
- Keep OSC informed on progress of investigation.

21100 Environmental

The Unified Command may wish to have Environmental Representatives, such as the Scientific Support Coordinator, who, while assigned primarily to the Planning Section as members of the general staff, will also be part of the command staff and have direct access to the OSC, depending on need.

21110 Natural Resource Damage Assessment Unit (NRDA)

NRDA involves identifying the type and degree of impacts to public biological and cultural resources in order to assist in restoring those resources. NRDA may involve a range of field surveys and studies used to develop a monetary damage claim, or may involve immediately developing a restoration plan with the responsible party. NRDA activities for small spills typically involve simplified assessment methods and minimal field data collection.

Given that the goals of NRDA are outside the sphere of most emergency spill response actions, NRDA activities generally do not occur within the structure, processes, and control of the Incident Command System. However, particularly in the early phases of a spill response, many NRDA activities overlap with environmental assessment performed for the sake of spill response. Because natural resource trustee agencies and/or their contractors carry out NRDA, personnel limitations may require staff to perform NRDA and response activities simultaneously. Therefore, NRDA staff should remain coordinated with the spill response organization, and need to work directly with the Unified Command, Environmental Unit, and/or Wildlife Rescue/Rehabilitation Unit to resolve any problems or address areas of overlap. While NRDA resource requirements and costs may fall outside the responsibility of the Logistics and Finance sections, coordination is again important.

2200 Health and Safety

The National Contingency Plan mandates that all response actions will comply with the provisions designated by the Occupational Safety and Health Administration (OSHA) standards regarding health and safety.

2210 Compliance Requirements

Coast Guard employees, other government employees, and contract personnel involved in oil spill response activities must comply with all applicable worker health and safety laws and regulations. The primary federal regulations are the OSHA standards for hazardous waste operations and emergency response found in 29 CFR 1910.120. This rule sets standards for worker safety and health at uncontrolled hazardous waste sites being cleaned up voluntarily or by government mandate, and "emergency response operations for releases of, or substantial threats of releases of, hazardous substances without regard to the location of the hazard.

The definition of hazardous substance in these regulations is much broader than CERCLA, encompassing all CERCLA hazardous substances, RCRA hazardous waste, and all DOT

hazardous materials listed in 49 CFR Part 172 (and appendices). Thus, most oils and oil spill responses are covered by these regulations.

2220 Site Safety

Spill response and remedial activities must be conducted in accordance with a written site safety and health plan, although OSHA site safety requirements do not automatically apply to all oil spill cleanups. The operation must involve employee exposure, or the reasonable possibility for employee exposure, to safety or health hazards. The role of the site safety and health supervisor (the Coast Guard District Occupational Health and Safety Coordinator could fill this position) is to assess the site, determine the safety and health hazards present, and determine if OSHA regulations apply. If an OSHA field compliance officer is on-scene, he or she should be consulted. Disputes should be referred to the Department of Labor representative on the RRT. The individual making the site characterization should provide recommendations for the protection of workers' safety and health through a Site Safety Plan. Ultimate responsibility for the health and safety of personnel supporting a pollution response mission rests with the On-Scene Coordinator Site safety meetings/briefings are the first step to maintaining site safety. They should address any changes to the Site Safety Plan or new hazards to the workplace. Site safety meetings should be held on a daily basis prior to entry into the controlled work area. Conditions may warrant exit debriefing meetings to be held at the end of the day or after departure from the controlled work area.

2230 Training

In oil spill response operations where OSHA regulations apply, the OSC must ensure that the training requirements in 29 C.F.R. 1910.120(e) or (q), as applicable, are met. Of most concern are the training requirements for CG personnel. Coast Guard personnel assigned to an MSO and routinely involved in pollution response should complete a 40-hour course meeting the OSHA training described in 29 C.F.R. 1910.120(e)(3)(i). Training records should indicate OSHA requirements have been satisfied, and contractors are responsible for certifying the training of their employees. OSHA has recognized the need to remove oil from the environment and has empowered the OSHA representative to the RRT to reduce the training requirements to a minimum of 4 hours for responders engaged in post-emergency response operations. The reduced training applies to all Coast Guard personnel and the private sector. This information may be found in OSHA Instruction CPL 2-2.51. The level of training required depends on a worker's exposure to hazardous substances, health hazards, or safety hazards. The OSHA field compliance officer may be contacted to determine the worker training requirements, and develop an implementation plan to minimize exposure hazards for workers involved in cleanup operations. Training requirements may also vary from state to state. State requirements which are more restrictive will pre-empt federal requirements. The OSC should establish contact with the state OSHA representative, where applicable, to determine the state-required training for oil discharge response workers. Personnel who are skilled in the operation of certain support equipment (i.e., cranes, hoist equipment), who are needed temporarily to perform immediate emergency support work that cannot otherwise reasonably be performed in a timely way, and who will or may be exposed to the hazards of an emergency response scene, are not required to meet HAZWOPER training requirements. However, such support personnel should be given, at a minimum, a one-hour initial safety briefing in general first aid and site safety in accordance with 29 C.F.R. 1910.120(q)(4).

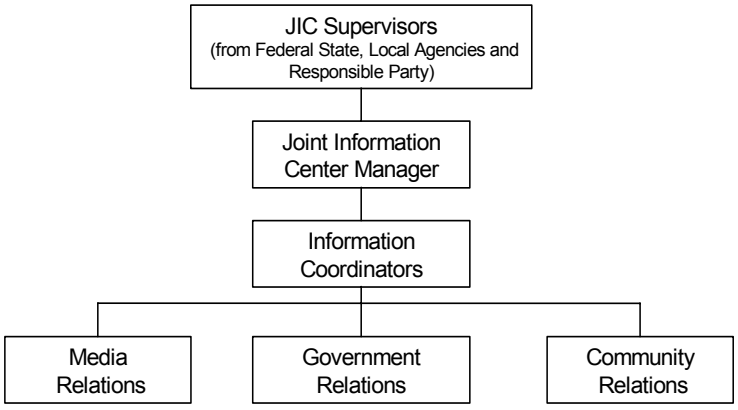
2300 Joint Information Center/Media Relations

2310 Role of the Joint Information Center

During a major oil spill where media activity is expected to last several days, the On Scene Coordinator should establish a joint information center (JIC) to coordinate the Public Affairs activities of participating agencies and parties. The role of the JIC includes:

- Serving as a central location for media to receive up-to-date information about the response.
- Providing multiple phone lines for incoming calls, manned by knowledgeable individuals.
- Ensuring Responsible Party, state and federal government Public Affairs representatives are available to the media.
- Issuing news releases and other information and providing copies to response officials.
- Scheduling and coordinating news conferences and media briefings.
- Providing the responsible party (spiller) an opportunity to coordinate their media efforts with those of the federal and state OSCs.
- Coordinates information to government officials and arrangements for overflights and tours of the response site.
- Provides community relations support in keeping local civic, business and opinion leaders informed and providing outreach to the general public.
- Handles inquiries from all sources -- media, government officials and the general public.
- Provides information to all spill responders regarding the status of the response.

2320 Joint Information Center Organization and Position Descriptions



Joint Information Center Organization

2321 JIC Supervisors

These positions are held by the senior public affairs representatives for the:

- U S Coast Guard/EPA
- Maine Department of Environmental Protection/New Hampshire Department of Environmental Services
- Responsible Party (or Parties)

These agencies will be responsible for staffing the JIC. JIC Supervisors report to the Unified Command and provide strategic public relations advice and guidance to on scene coordinators. They are responsible for establishing, staffing and overseeing the Joint Information Center (JIC). The JIC Supervisors will:

- ensure that a JIC is established and fully functioning

- establish public information goals and objectives for the spill incident that ensures accurate and timely information to the news media, citizens, governmental officials, elected officials, tribal representatives and other interested parties
- respond regarding policy issues regarding their respective agencies or company
- provide direction on handling controversial and sensitive spill response issues, for example, use of dispersants, in-situ burning, drug testing, enforcement investigations, access for news media, etc.
- receive input on issues from the JIC Manager
- establish a schedule for news conferences, briefings and public informational meetings
- prepare On Scene Coordinators/Incident Commanders for news conferences and briefings
- may accompany VIP tours/visits
- resolve disputes that may arise regarding public affairs issues between agencies and responsible parties

2322 Joint Information Manager

This position will be held by an experienced public affairs information specialist with working knowledge of oil spill response issues and the Incident Command System. For example, the JIC Manager will be a lead public affairs information or public relations representative from a government agency, response organization or the Responsible Party.

The JIC Manager is responsible for managing the Joint Information Center under the direct guidance of the JIC Supervisors. The JIC Manager will:

- ensure public information staff are assigned to appropriate positions within the JIC.
- assess skills, capabilities and interests of available public information staff (with the assistance of the JIC Supervisors) and match staff with appropriate positions when possible
- review information supplied by information coordinators, ensure accuracy and consistency and determine appropriate method for dissemination (to production for updates, copying for JIC staff, etc.)
- elevate unresolved or sensitive issues to the JIC Supervisors
- ensure news media updates, news releases and fact sheets are distributed to JIC staff, command post staff, on-site news media, off-site news media, off-site agency officials and other interested parties
- provide orientation for newly arriving or assigned public information staff.

2323 Information Coordinators

These positions are assigned by the JIC Manager and will be held by experienced public affairs information specialists with a technical knowledge of spill operations. Information coordinators should be assigned to:

- Operations (offshore activities)
- Operations (onshore activities)
- Planning/Logistics/Finance
- Environmental/Economic Impact

Information coordinators report to the JIC Manager and are responsible for gathering specific information about the spill response effort directly from Operations, Planning, etc. Information coordinators will work closely with the appropriate section supervisor and/or the designated section public information contact. Information gathered is provided to the JIC Manager for dissemination.

2324 Media Relations Team

Positions in this group are staffed by experienced public affairs information specialists that may have local knowledge of the area (for example, geographical features) and the news media.

The media relations team reports to the JIC Manager and is responsible for answering news media inquiries from onsite and off-site reporters. This team is also responsible for setting up facilities for news conferences and briefings. In addition, the Media Relations Team is responsible for processing information internally to inform our own people of the status of our activities. Informing the members of the response community of the status of the response is vital if consistent and accurate information is to be conveyed to all interested parties. At a minimum, all personnel assigned to response duties should be provided with access to the daily fact sheet. This will help ensure a consistent and accurate flow of information. Following are the specific responsibilities of the Media Relations Team:

Media Relations Supervisor: The media relations supervisor is responsible for ensuring that news media inquiries are responded to in a timely and accurate manner. Works with the JIC Manager to ensure requests for information are responded to in a timely manner. Ensures all media relations staff have the most current information on the spill response effort.

Media Relations Staff will:
- answer inquiries from the news media
- direct reporter calls to appropriate media phone staff when an "agency" or "responsible party" response is warranted
- provide supervisor with questions and "rumors" that need to be researched or checked-out
- draft press releases, fact sheets, Internet page and any other information.
- ensure press releases/fact sheets are provided to members of the response organization.

On-site Media Staff will monitor news coverage and:
- provide answers and written materials to reporters (including press releases)
- work with media relations supervisor to locate appropriate staff for interviews when warranted
- escort reporters and photographers as necessary
- set up facility for onsite news conferences and facilitate "pool" coverage when necessary
- provide direction to field locations as appropriate

2325 Government Relations Team

The government relations team reports to the JIC Manager and is comprised of legislative, government specialists or public affairs representatives that have local knowledge of the area and governmental affairs.

The Government Relations Team is responsible for responding to inquiries from state and Congressional representatives or staff, and coordinating VIP site tours. The Government Relations Team works with government agencies at the state level and higher. Local level interaction is handled by the Community Relations Team. Specific responsibilities of the Government Relations Team include:

Government Relations Supervisor: Reports to the JIC Manager and is responsible for ensuring that an effective government relations team is established. Makes sure activities are

coordinated among the various agencies and the responsible party. The Supervisor also coordinates efforts with the Community Relations Supervisor due to the similar nature of work.

Government Relations Staff will:

- initiate contact and provide information on the spill response effort to state and federal representatives or staff
- provide point-of-contact for governmental representatives including tribes that want to keep abreast of the spill response effort
- coordinate visits and tours by government officials/VIPs and determine appropriate level of escort.

Notification of Stakeholders: During a response to a large spill, the Government Relations Team will be responsible for federal and state level of stakeholders which also need to be contacted.

The Government Relations Coordinator will determine the extent of notifications of the stakeholders list. For example, a worst case scenario would activate the entire stakeholders list. A maximum most probable scenario may also activate the entire stakeholders list, or may only activate some of the stakeholders. Care needs to be taken in determining the frequency of information sent to the stakeholders. Some stakeholders may need or desire more frequent updates, while others may only need or desire periodic updates. This must be decided by the Government Relations Coordinator on a case by case basis.

In Maine and New Hampshire many of the stakeholders have no staff or fax machines available. This will necessitate the Government Relations Group determining how best to contact many of the stakeholders. For example, telephone updates may necessary for some, while others may only desire periodic hard copy updates of press releases. Because of the lack of staff and fax machines, a hard copy press release or other hard copy information which is sent to the stakeholders must contain a listing of the contact person for further information.

Many island communities are organized as non profit village corporations. The initial stakeholder contact may be a caretaker/superintendent. The decision to include a caretaker/superintendent at the same protocol level as an elected public official will need to be determined on a case by case basis.

2326 Community Relations Team

Providing information directly to members of the impacted community, free of the filtering and potentially distorting effect of the media is critical to public understanding of the incident response. Community relations may include scheduling of public meetings, preparing speeches and coordinating public activities with public officials and protocol personnel. The community relations group reports to the JIC deputy supervisor and is staffed by experienced public outreach or public affairs/information specialists that may have local area knowledge.

The community relations group is responsible for responding to inquiries from citizens and organizations. Determines information needs of the local community and discusses methods to meet those needs with the JIC Manager and the JIC Supervisors.

Community Relations Supervisor: Reports to the JIC Manager and is responsible for ensuring that an effective Community Relations Team is established. The community relations coordinator will:

- make sure activities are coordinated among the various agencies and the responsible party

- determine information needs of the local community (including "rumors") and discusses methods to meet those needs with the JIC Manager
- initiate contact and provide information as appropriate to the local community
- establish point-of-contact for local citizens to obtain spill information
- convey citizen issues and concerns to the JIC supervisor/lead PIOs
- assess need to establish community spill information repository or information centers
- assess possibility of utilizing community cable access
- coordinate efforts with the Government Relations Supervisor due to the similar nature of work

Community Relations Staff will**:**
- respond to inquiries from/citizens and local organizations
- monitor the "pulse" of the local community
- provide "rumor" information to community relations coordinator for assessment
- discuss information needs and determines appropriate methods to meet those needs with the community relations coordinator.

2330 Public Affairs Tools

2331 News Conference Checklist

The Media Relations Team is responsible for coordinating the News Conference. The Media Relations Team will coordinate Spokespersons from the Coast Guard, State of Maine and/or State of New Hampshire, Local government and the Responsible Party to participate. Generally, the highest on scene representative from each of these agencies attend the conference. It may be useful to also include technical advisors such as the Scientific Support Coordinator. The Media Relations Team will provide a conference moderator.

The **Moderator** will:
- Discuss potential questions that the media may ask with the Spokespersons prior to the Conference
- Determine the length of the News Conference.
- Introduce each Spokesperson.
- Ask that all questions be held until presentation of the information has been completed. There should be time for questions and answers following the presentations.
- Explain the purpose of Unified Command and its components.
- Moderate the Question and Answer session.
- Adjust the length of the Conference as appropriate.
- At the end of the Conference, announce an approximate time for the next News Conference.

2332 Press Releases

A press release should tell the who, what, when, where and how of an incident. Once these basic elements are developed, the press release should address items of specific concern to the media and the public, including the following items:

Who is taking responsibility for the spill?
What is the response? What kind of equipment is being deployed?
What is the relationship of response to the ACP?
What is the cause of the incident?
How toxic is the spill?
What is the impact?
What type of oil is it and what are its significant properties?
How much will the cleanup cost and how long will it take?
How many gallons were spilled?
Would a double hull have prevented or minimized the amount of oil spilled?
Is this the worst spill in the region : compare with history of other spills in the area?
Has the master and crew of the ship been tested for drugs and alcohol?
Is benzene present, is it a problem?
What should people do is they get oil on them?
Who should be contacted for claims?
Who should volunteers contact?

An updated press release should be prepared at regular intervals so that the media can be continually informed of progress. The press releases should be released in a timely manner to enable the media to meet their daily news deadline.

Sample Press Release

State of Maine

Department of Environmental Protection

U.S. Department of Transportation

United States Coast Guard

FOR IMMEDIATE RELEASE

Date: Month-day-year

Contact: Joint Information Center
Phone:
Fax:

HEADLINE

PORTLAND, ME : Who, what, when, where and how

- END-

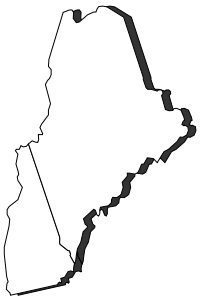
Note to Editors and News Directors: The Media Hotline telephone number at the Joint Information Center is xxx-xxx-xxxx. The Public Hotline number is xxx-xxx-xxxx.

2333 Media Kits

In addition to Press Releases, Media Kits should be available for distribution to the media. Media Kits should include:

- Press Release
- Outline of the Response Organization
- Basics of Spill Response
- Oil Fact Sheets
- Glossary of Common Terms

The following is a pre-prepared Media Kit. This package should be updated during the response to include issues critical to that specific incident.



Maine & New Hampshire Area Committee

U.S. Coast Guard Marine Safety Office Portland
Maine Department of Environmental Protection
New Hampshire Dept. of Environmental Services
Maine Inland Fish & Wildlife
U.S. Fish & Wildlife Service
EPA Region I
Maine Department of Natural Resources
National Oceanographic & Atmospheric Admin.

Dear Media Member,

At the time you are reading this, numerous agencies, including the U.S. Coast Guard Marine Safety Office Portland, the Maine Department of Environmental Protection and the New Hampshire Department of Environmental Services may already be engaged in a response to a significant pollution incident. We want you to understand that we view the press as essential to our response operation. Dissemination of accurate and complete information is vital to our efforts to ensure public safety during pollution response operations. We are committed to providing you information in a timely manner. I would ask that you work with us and understand that, especially in the early stages of response, information will be limited. However, as information becomes available, we will distribute it in releases and scheduled press conferences.

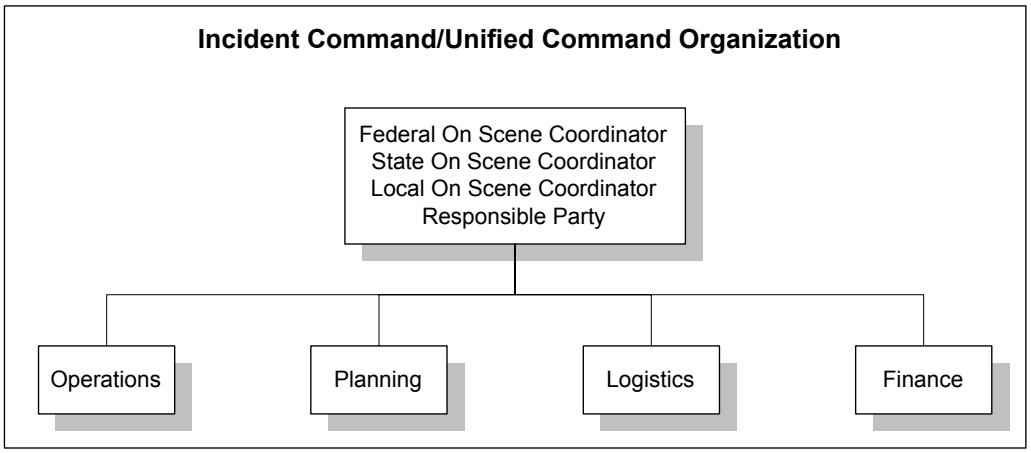
Enclosed is a press package that provides some basic information that may help you understand some of the facts and considerations involved in pollution response. This package includes:

- **Outline of the Response Organization**
- **Basics of Spill Response**
- **Glossary of Common Terms**
- **Summaries of Local Response Organizations**

This package will help provide you with basic information for use throughout the incident. Thank you for your cooperation.

Outline of the Response Organization

Under the Maine & New Hampshire Area Contingency Plan, the Incident Command/Unified Command System (UCS) is used to manage a spill response. Under the UCS, all government and commercial resources are combined into one organization to better coordinate the response and provide an effective use of resources. With Unified Command, local government agencies, such a Fire Departments, County Emergency Management, and tribal representatives, are involved to address local issues and provide local expertise. ICS/USC is a flexible response organization built around five major management elements: Command, Operations, Planning, Logistics and Finance.



Response Plans

The Maine and New Hampshire Area Contingency Plan was put together to coordinate resources and responsibilities of all federal, state and local agencies involved with spill response. In addition, each vessel and facility which transfers oil is required to have response plans which identify:

- worst case and most probable spill scenarios and response equipment needed
- emergency response procedures
- location of response equipment

The response plans also identify sensitive areas which are abundant in natural wildlife. The plans provide information on cleanup methods, resources needed, staging areas, and resources to be protected. The sensitive areas were identified by environmental experts and the response strategies were put together by the combined effort of government agencies and commercial response specialists. Some areas are so sensitive, such as marshes, that in certain cases it may be better to leave the oil than attempt to recover it. The cleanup activity may cause more damage. Natural dispersion of the oil may be more effective than human efforts.

The Basics of Spill Response

The key to effective oil spill response is getting to the spill quickly with maximum resources to prevent unnecessary further damage to natural resources. The success of a response may be impacted by adverse weather and sea conditions, the location of the spill, and the type of oil spilled.

The basic principles of spill response are to limit the further release of oil into the environment, to limit the spread of spilled oil to sensitive environmental areas and other resources, and to collect and properly dispose of as much spilled oil as possible.

The basic collection techniques are booming and skimming, which may be supplemented by "in-situ burning" and chemical dispersion.

Characteristics of Oil on Water

It only takes 1 gallon of oil to cover over 400,000 square feet of water surface, so even a small spill may seem quite large. Many factors play a part in our ability to recover spilled oil, such as weathering, emulsification and evaporation. These factors decrease the ability to effectively recover the oil. Using mechanical recovery methods the expected recovery rate is typically only 15%.

Weathering Process: Oil and refined products spilled in water spread and evaporate at varying rates depending on their characteristics, the temperature of the water, and the sea and weather conditions. Once in the water, oil is subjected to several weathering processes:

Spreading: Oil spreads rapidly over water, although heavy (residual) oil in cold weather conditions may spread more slowly. Within an hour after a spill, most crude oils re spread thinly over a large area. In practice, oil will form wind-rows, which are elongated patches of oil separated by areas of clear water or water covered by a thin film of oil.

Evaporation: The fastest initial weathering process is evaporation. Spills of refined products such as gasoline or kerosene may evaporate quickly and completely. Crude oil volume is reduced by up to 40 percent within 24 hours. Evaporation is lower for heavy fuel oils.

Dispersion: The incorporation of small particles of oil into water is called dispersion. Under moderate sea conditions, this films of oil disperse rapidly into the top few feet of water.

Solution: A small amount of oil will mix with water in a homogeneous solution. Solution of oil in water is slight, and confined mainly to the very light components of the oil.

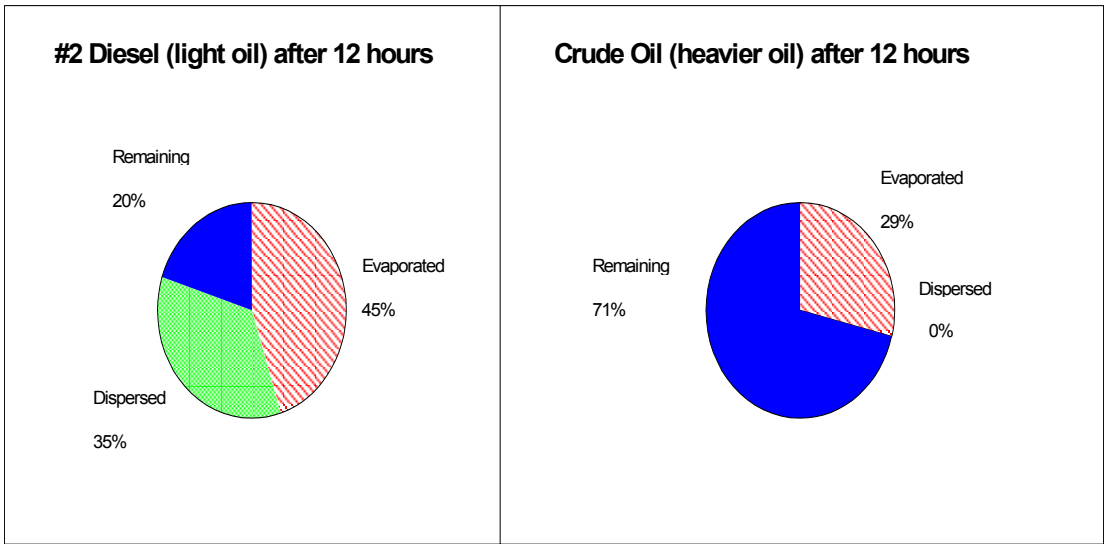
Biodegradation: Bacterial action is an important natural process that removes oil from the sea. Biodegradation can be extremely fast or slow (taking several weeks or months), or nonexistent. Anything that dilutes oil, such as spreading or dispersion, speeds up bacterial action.

Emulsification: Wind and wave action create a water-in-oil emulsion commonly called "chocolate mousse" because of its color and texture. Emulsified oil is extremely persistent and difficult to clean up, in part because emulsification increases the volume of material to be collected and disposed of, tends to clog recovery equipment, and slows biodegradation and other weathering processes.

Photo-oxidation: Sunlight breaks down some oil components and is responsible for the long-term elimination of significant quantities of oil from the environment.

Types of Oil

The evaporation and dispersion rates vary greatly with the type of oil. For example, a spill of 10,000 gallons after 12 hours:



This example shows the substantial effect the type of oil has on spill response. For diesel 80% may evaporate or disperse within 12 hours, whereas 71% of crude oil would still remain. Reports estimate that roughly 50% of the oil spilled from the EXXON VALDEZ was degraded naturally.

Safety Hazards

There are several safety hazards associated with oil spills which may delay the response to a spill. Chemical hazards, such as benzene and hydrogen sulfide, and explosive or flammability hazards may make the area immediately around the spill unsafe for response personnel. A site safety assessment is necessary before deploying personnel and equipment on scene.

Cleanup Methods

Booming: Booms are floating barriers that can be set around a spill source to confine leaking oil, or set to prevent oil from reaching environmentally sensitive areas. Booms may also be towed between vessels to collect and concentrate spilled oil for removal by a skimmer.

Special purpose booms are available for specific situations. Shoreline barriers block the flow of oil carried by waves across mud or sand at the tide line, while fire-retardant booms may be used for in-situ burning. Booms with small holes are sometimes towed behind conventional fishing vessels to recover heavy oils, weather emulsified crude, or tar balls.

Skimming: Skimmers are mechanical devices that separate oil and water and remove oil from the surface of the water. Their efficiency depends on the thickness of the slick, its viscosity, degree of emulsification, sea conditions, and storage capabilities.

No skimmer is 100 percent efficient, and all skimmers recover a mixture of oil and water. They are the most efficient in sheltered waters and least efficient when waves are higher than 6 feet.

Skimmers are often used in conjunction with concentrating booms, which are booms towed behind two vessels to form a "U" or a "J" shape. The oil collected by skimmers is pumped to a vessel, a temporary storage bladder, or a barge for further separation, storage, and disposal. There are several types of skimmers, each operating on different mechanical principles, that are suitable for collecting oil under specific wind, wave, debris, and oil-type conditions.

In-Situ Burning: This is a method for removing oil from water by collecting the oil within a fireproof boom and burning the oil at sea. Oil can be burned efficiently if the slick is relatively thick and fresh. For these reasons, in situ burning must be done quickly after a spill. In situ burning produces smoke (mostly carbon), but little debris.

Environmental and safety concerns about in situ burning have led to strict limitations on its use. Permission for in situ burning must be obtained from federal and state on scene coordinators.

Chemical Dispersion: Chemical dispersants can be used to break oil slicks into fine droplets that disperse into the water column. This prevents oil from being driven by winds toward shore and promotes biodegradation at sea. Dispersants can be applied by boat, aircraft or land-based equipment, and are used in combination with other spill response techniques.

Dispersants must be used soon after a spill. They are ineffective on heavy oils that have been churned by wave action into a brown, sticky mess called "chocolate mousse" (emulsified oil).

Dispersants remove oil from the surface of the water, but not from the environment. The decision to use dispersants represents a tradeoff between the possible impact of dispersed oil in the water and the comparatively long-term impact of oil on shores and beaches.

Responsibility for Spills

The spiller is responsible for cleaning up spills and for the cost of all damages as a result of the spill (including damage to natural resources). It is the responsibility of government agencies to ensure the spiller is taking the necessary cleanup actions. If the spiller has not taken action, state and federal agencies may access the Oil Spill Liability Trust Fund (OSLTF) to fund the cleanup. Managers of the OSLTF will seek reimbursement of the Fund from the spiller. Companies and private individuals with damages as a result of a spill should seek compensation directly from the spiller. If the spiller denies the claim, it should be sent to the National Pollution Fund Center for review and possible payment from the OSLTF.

Glossary of Common Terms

Area Contingency Plan: A plan, required by the Clean Water Act and the Oil Pollution Act of 1990, for removing a discharge and mitigating the damage from a discharge from a vessel, offshore or onshore facility operating in or near a designated area

Asphalt: A black or brown hydrocarbon ranging in consistency from a heavy liquid to a solid. The most common source of asphalt is the residue left after the distillation of crude oils. Used primarily for surfacing roads.

Barrel: Liquid measure for petroleum products equal to 42 US gallons or approximately 159 liters. This measure is used extensively by the petroleum industry.

Bunker C: A very viscous oil (No. 6 fuel) used as a fuel for marine and industrial boilers.

CERCLA: Comprehensive Environmental Response, Compensation and Liability Act of 1980, commonly known as the "Super fund Act".

Cleanup: An operation during which hazardous substances are removed, contained, neutralized, stabilized, incinerated, or in any other manner processed or handled with the ultimate goal of making the site safer for people or the environment.

Crude (or Crude Oil): Petroleum in its natural form before id refined.

Decontamination: The removal of hazardous substances from employees and their equipment to prevent spreading and potential adverse health effects.

Federal On-Scene Coordinator (FOSC): The overall coordinator of an oil spill response team. For marine spills, the FOSC will be from the USCG. For non-marine spills, the FOSC will come from the EPA. The FOSC is responsible for onsite strategic decisions and actions throughout each phase of a response operation.

Flash Point: The lowest temperature at which a liquid gives off enough vapors to ignite when a flame is present.

Fund or Trust Fund: The Oil Spill Liability Trust Fund, various state funds, or the Hazardous Substance Response Trust Fund.

Hazardous Substance: Any material identified as hazardous by section 101(14) of CERCLA any substance listed under 49 CFR 172.101: or any substance "that may be anticipated to cause death, disease, behavioral abnormalities, cancer, genetic mutation, physiological malfunctions, or physical deformations". The term does not include petroleum or natural gas.

Hydrocarbons: Organic chemical compounds composed only of the elements carbon and hydrogen. Hydrocarbons are the principal constituents of crude oils, natural gas and refined petroleum produces.

Incident Command System: The supervisory structure that provides a standard organizational model for emergency response. It creates clear lines of authority, and helps to coordinate many legal jurisdictions during larger spills. For marine spills, the top level of the ICS is called the Unified Command, and consists of the federal on scene coordinator (USCG), the state on scene coordinator, and a representative of the responsible party or parties.

Light Ends: The volatile hydrocarbons in crude oil and petroleum products. The light ends, including benzene, are the first to evaporate.

Manual Recovery: The recovery of oil from contaminated areas by the response work force with the use of buckets, shovels and similar equipment. Manual recovery is extremely labor intensive.

Oil-in-Water Emulsion: An emulsion of oil droplets dispersed in surrounding water, formed as a result of wave action or by use of a chemical dispersant. Oil-in-water emulsions are unstable and tend to reform as an oil slick when the water calms.

On Scene Coordinator: The official predesignated by federal, state, local or tribal governments to coordinate and direct spill response efforts.

OPA '90: UPS. Oil Pollution Act of 1990.

OSRV: Oil Spill Response Vessel.

Responsible Party: A person or company, usually but not always the owner or transporter of oil, legally responsible for the expense of responding to a spill.

Weathering: Alteration of the physical and chemical properties of spilled oil through a series of natural processes that begin when the spill occurs and continue as long as the oil remains in the environment.

Common Acronyms

API: American Petroleum Institute

CERCLA: Comprehensive Environmental Response Compensation and Liability Act of 1980

CFR: Code of Federal Regulations

COTP: Captain of the Port (USCG)

CWA: Clean Water Act (33 USC 1321)

DOSC: Deputy On Scene Coordinator

DOT: Department of Transportation

DWT: Dead weight ton

EPA: Environmental Protection Agency

FEMA: Federal Emergency Management Agency

FOSC: Federal On Scene Coordinator

HAZMAT: Hazardous materials

HAZWOPER: Hazardous Waste Operations and Emergency Response (OSHA requirement)

IC: Incident Commander

JIC: Joint Information Center

MSO: Marine Safety Office

NOAA: National Oceanic and Atmospheric Administration

OPA '90: Oil Pollution Act of 1990

OSC: On Scene Coordinator

OSHA: Occupational Safety and Health Administration

OSLTF: Oil Spill Liability Trust Fund

RP: Responsible Party

2334 Government Contact List

MAINE. Governor, Federal Senators and Representatives.

Name	Location	Telephone/fax
Angus King (I) Governor	Governor's Office	Tel: 207-287-3531 Fax: 207-287-1034
Susan Collins (R) State Senator	Portland Office	Fax: 207-828-0380
Olympia Snowe (R) State Senator	Augusta Office Washington Office	Tel: 207-945-0432 Fax: 207-874-7631 Tel: 202-224-5344 Fax: 202-224-1946
Tom Allen State Representative	Augusta Office	Fax: 207-871-0720
John Baldacci (D-2nd) State Representative	Bangor Office Washington Office	Tel: 207-942-6935 Tel: 202-225-6306 Fax: 202-942-5907

NEW HAMPSHIRE. Governor, Federal Senators and Representatives.

Name	Location	Telephone/fax
Jeanne Shaheen Governor	Governor's Office	Tel: 603-271-4186
Judd Gregg (R) State Senator	Washington Office Concord Office	Tel: 202-224-3324 Tel: 603-225-7115 Fax: 603-431-1916
Bob Smith (R) State Senator	Washington Office Concord Office	Tel: 202-224-2841 Tel: 603-228-0453
Sununu, John State Representative	Manchester Office	Tel: 202-225-5456 Tel: 603-743-4813 Fax: 603-225-6156
Charles Bass (R-2nd) State Representative	Washington Office Concord Office	Tel: 202-225-5206 Tel: 603-226-0249

2335 Media Contact List

In addition to the information above, the following agencies and media should be included on Press Release distribution:

U.S.Coast Guard:	**Fax**
CGD1(dpa)	617-223-8523
CGD1(m)	617-223-8094
CG Group Portland	207-767-0328

Government Agencies:

NOAA	617-573-9662
U.S. EPA	617-565-3415
ME DEP	207-287-7826
ME DMR	207-624-6024
ME IF&W	207-287-6395
NH DES	603-271-2867
NH F&G	603-271-1438

General Media:

ME, Associated Press	207-774-6625
NH, Associated Press	603-226-0883

Television Media:

WCSH-TV (CH 6) - Portland	207-828-6630/6610
WGME-TV (CH 13) - Portland	207-878-3505
WMTW-TV (CH 8) - Portland	207-782-2165
WPXT-TV (CH 51) - Portland	207-761-9794
WMUR-TV (CH 9) - Manchester	603-641-9005

Print Media:

Capitol Journal (wkly) - Augusta	207-623-2220
Kennebec Journal (dly) - Augusta	207-621-6006
Bangor Daily (dly) - Bangor	207-941-9476
Maine Coast News (wkly) - Bangor	207-990-3036
Bar Harbor Times (wkly) - Bar Harbor	207-288-5813
Coastal Journal (wkly) - Bath	207-443-5605
Republican Journal (wkly) - Belfast	207-338-5498
Waldo Independent (wkly) - Belfast	207-338-1810
Journal Tribune (dly) - Biddeford	207-282-3128
Coastal Beacon (wkly) - Biddeford	207-284-6424
Biddeford/Saco/OOB Courier (wkly)	207-282-4339
Island Advantages (wkly) - Blue Hill	207-374-2439
Wiscasset News & Boothbay Register(w)	207-633-7123
Times Record (dly) - Brunswick	207-729-5728
Enterprise (wkly) - Bucksport	207-469-6722
Calais Advertiser (wkly) - Calais	207-454-3458
St. Croix Courier (wkly) - Calais	506-466-9950
Camden Herald (wkly) - Camden	207-236-2816
Castine Patriot (wkly) - Castine	207-326-4383
Quoddy Tides (wkly) - Eastport	207-853-4095
Ellsworth Weekly - Ellsworth	207-667-0693
Ellsworth American (wkly) - Ellsworth	207-667-7656
Forecaster (wkly) - Falmouth	207-781-2060
York County Coast Star (wkly) - Kenne	207-985-9050
Machias Valley News (wkly) - Machias	207-255-4058
Downeast Coastal Press (wkly) - Machias	207-259-7751
Union Leader (dly) - Manchester	603-668-0382
Lincoln County Weekly - Newcastle	207-563-3615
Lincoln County News - Newcastle	207-563-3127
PORTLAND PRESS HERALD (dly)	207-791-6920

BIZ (wkly) - Portland	207-761-0732
Casco Bay Weekly - Portland	207-775-1615
PORTSMOUTH HERALD (dly)	603-427-0550
Courier Gazette (wkly) - Rockland	207-594-6981
American Journal (wkly) - Westbrook	207-854-0018
Courier Free Press (wkly) - Windham	207-892-8003
Suburban News (wkly) - Windham	207-892-1171
York Weekly - York	207-351-2849
Foster's Daily Democrat (dly)	207-363-5530

Radio Media:

Maine Public Radio	207-761-0318

2400 Liaison

Incidents that are multi-jurisdiction, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff. The liaison officer has the following responsibilities:

- Serve as the initial point of contact for participating response agencies and groups, and identify assignments to appropriate ICS sections.
- Receive and coordinate all calls from public and private entities offering assistance or requesting information.
- Resolve, and identify to Incident Command, public and private concerns related to the status and effectiveness of the response.
- Provides resource status, including limitations and capabilities, of agencies resources.

The Liason Officer will be the point of contact for agency representatives assigned to the incident by assisting or cooperating agencies. These are usually personnel other than those directly associated with resources on direct tactical assignments.

2500 Reserved

2600 Reserved

2700 Reserved

2800 Reserved

2900 Reserved for Area/District